

Department of General Services Performance Review

David Dise, Director
November 6, 2009

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Performance Update**
- **Wrap-up and Follow-up Items**



Meeting Goal

- **Determine the impact of DGS's work on headline measures and establish new performance expectations and goals**



Headline Measures

Facilities measures

- Hours Offline for Critical Building Systems
- Condition of Non-Critical Building Systems and Aesthetics

Fleet measures

- Mean Miles Between Service Interruptions
- Turnaround Time: Average Number of Days Out of Service

Building Design and Construction measure

- Percent of Projects Meeting Design and Construction Goals

Business Compliance and Procurement measures

- Percent of Contract Dollars Awarded to MFD and LSBRP Vendors
- Percent of Procurements Completed in Agreed-Upon Time

Real Estate measure

- County Rent vs. Average Market Rent for Leased Space

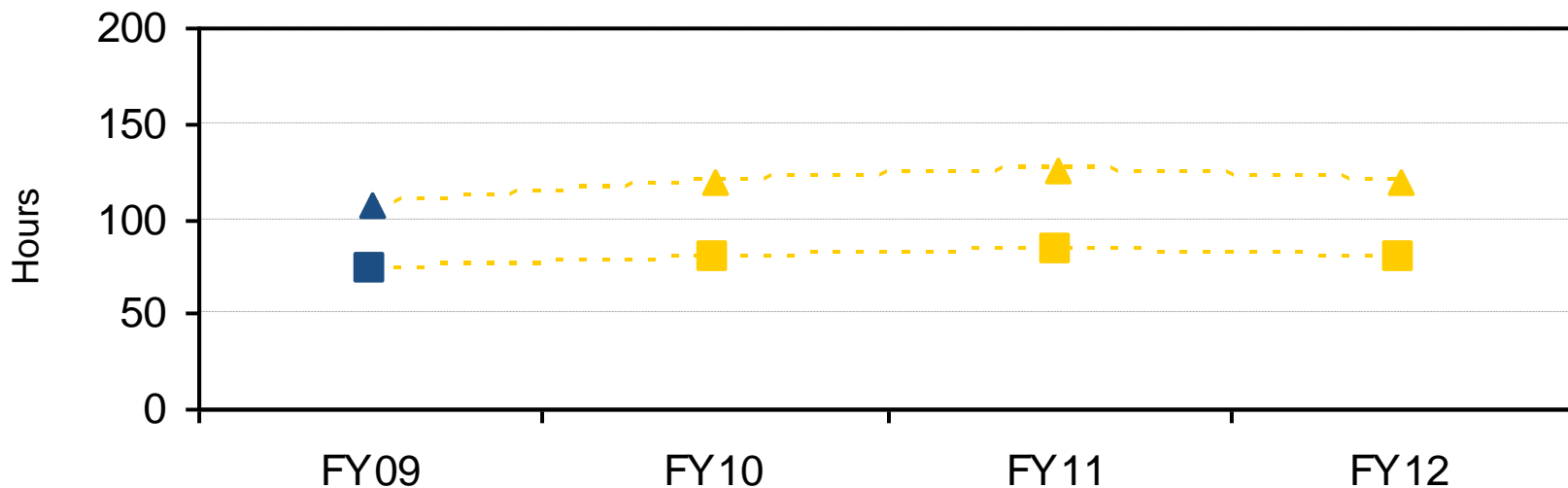
General measures

- Environmental Stewardship
- Customer Satisfaction



Headline Measure: Hours Offline for Critical Building Systems

Facilities Maintenance – Number of hours offline for critical building systems such as power, elevators, heating, ventilation, and air conditioning



	FY08	FY09	FY10	FY11	FY12
Power ■	NA	72	79.2	83.2	79.2
Elevator ▲		108	118.8	124.7	118.8

■ Actual performance

■ Projected performance



Note: FY09 data covers Q3 and Q4 only and includes power and elevator systems. Starting in FY10, HVAC and water/sewage systems will be included as well.

Performance Context: Facilities (Critical Systems)

Performance in Other Jurisdictions

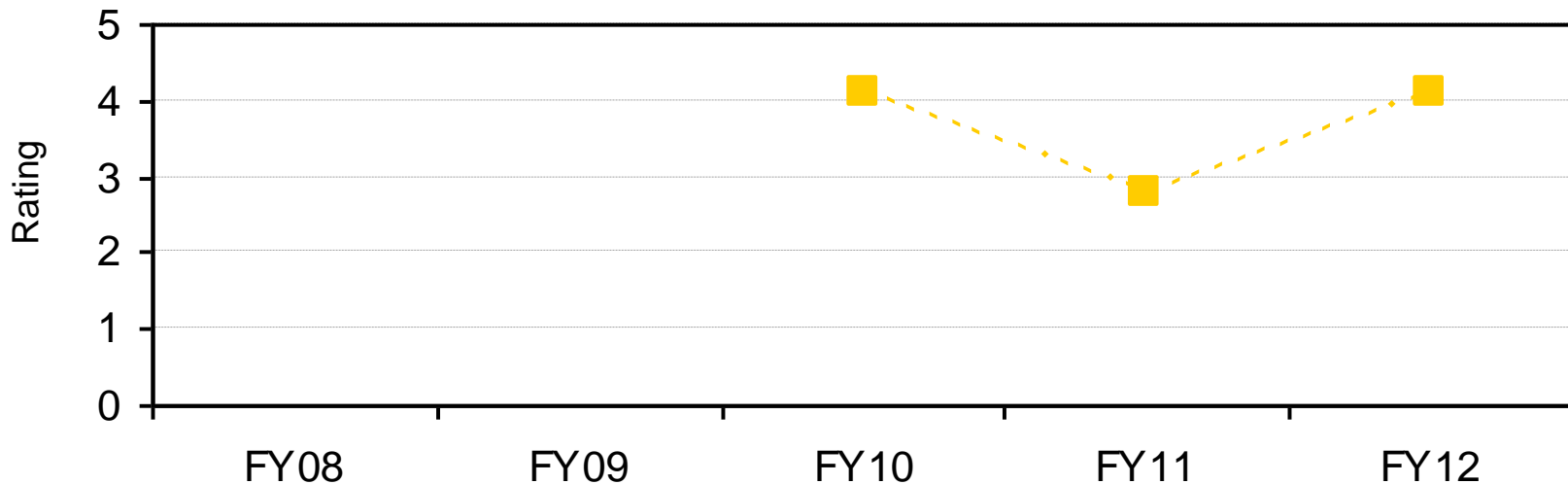
- **Prince George's County (FY08)**

- 1,619 pieces of equipment to maintain
 - “any piece of equipment or components of a facility that allows it to function correctly including boilers, sprinklers, generators and elevators.”
- Average number of building equipment failures per 100 pieces of equipment: 12.0



Headline Measure: Condition of Non-Critical Building Systems and Aesthetics

Facilities – Customer rating of the aesthetics and comfort of County-maintained buildings



	FY08	FY09	FY10	FY11	FY12
Rating (1-5)	NA	NA	4.08	2.8	4.08

1=low, 5=high

Actual performance

Projected performance



Headline Measure: Condition of Non-Critical Building Systems and Aesthetics

- **FY10 measurement has begun**
 - Surveys will be sent to a different group of buildings each quarter
 - First survey went to 13 buildings
 - Participants rated 55 different service tasks grouped into six service areas
- **Results of first survey: overall rating was 4.08 on a 1-5 scale**
 - Average ratings for each of the six service areas in the survey
 - Entryway & Lobbies: 4.32
 - Restrooms: 4.27
 - Offices, Halls, Stairs: 4.25
 - Class/Lab/Conf: 3.92
 - Miscellaneous: 3.60
 - Elevators: 4.03
 - The two oldest buildings got the worst scores

Building designation and name	
A	East County RSC
B	Silver Spring Depot
C	McDonald Knolls
D	Woodlin Child Development Center
E	Dennis Avenue Health Clinic
F	Olney Swim Center
G	Progress Place
H	Music Center at Strathmore
I	HOB / 401 Hungerford Drive
J	Scotland Community Center
K	MC Correctional Facility - Clarksburg
L	UpCounty Regional Center
M	Gaithersburg Library



Headline Measure Detail: Ratings for the Offices, Halls, and Stairways Service Area

Service Task	Rating given at each building surveyed													Avg rating
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Window Sills Cleaned	5		1	3		5		5	2		5	3	2	3.44
Trashcan Serviced	5	5	5	5	5	5	5	5	4	5	5	5	4	4.85
Floors Cleaned	5	5	5	5	5	5	4	5	3		5	5	3	4.58
Carpet/Tile Spot Cleaned	5	5		5		5	2	5	3	3	4	5	3	4.09
Area Trash-Free	5	5	5	5	5	5	5	5	4	5	5	5	4	4.85
Area Dust-Free	5	5	2	5	5	5	4	4	3	5	5	4	2	4.15
Walls Spot Cleaned	5	5	1	4		4	2	5	3	3	5	4	2	3.58
Drinking Fountains Cleaned	2		5	5	5	4	4	5	3	5	5	5	4	4.33
Stairs Cleaned				3	5	5	5	4	2	5	5	4	3	4.10
Doors Cleaned	5	5	2	4	5	5	4	4	3	4	5	4	2	4.00
Vents/Radiators Cleaned	4		4			5	4	5		5	3	4		4.25
Average building rating	4.6	5.0	3.3	4.4	5.0	4.8	3.9	4.7	3.0	4.4	4.7	4.4	2.9	4.25



Performance Context: Facilities Cost Analysis

	FY06	FY07	FY08	FY09
Approved personnel	Not reported	133	137	126
Number of buildings maintained	Not reported	Not reported	Not reported	342
Square feet maintained (000)	6,055	6,055	Not reported	13,534
Cost per square foot to maintain	\$1.31	\$1.39	Not reported	\$1.76
Number of buildings cleaned	148	148	148	150
Square feet cleaned (000)	3,284	3,284	Not reported	12,535
Cost per square foot to clean	\$1.49	\$1.58	Not reported	\$0.83



Performance Context: Facilities

Net Annual Work Hours

	FY06	FY07	FY08	FY09
Total annual hours	2,080	2,080	2,080	2,080
Hours off				
Annual	165	164	170	157
Sick	100	86	94	90
Comp Leave Used	15	12	7.0	9.5
Admin	4.0	7.8	6.4	5.7
Disability	3.1	2.0	4.5	0.0
Training	0.7	0.0	0.2	0.1
LWOP	1.4	0.4	0.0	0.1
Holiday	72	72	72	72
Net available	1,719	1,735	1,726	1,746
Additions to time available				
Comp Leave Earned	14	12	11	9.0
Overtime	148	206	185	158
Holiday overtime	1.7	1.4	0.9	1.6
Total available	1,883	1,954	1,922	1,915



Source: Payroll data, average hours taken by full-year employees.

Note: The "Annual" category includes annual leave, personal leave, and paid time off.

Causes and Solutions

Results of Data Analysis (1) What does the data tell us?	Causes (2) Based on the results of the analysis, why is this occurring in your department?	Solutions (3) What actions does your department plan to take to address the stated causes and change (or continue) these results?
<ul style="list-style-type: none"> Measure #3 –What measures would be deployed to reduce offline hours on critical building systems. 	<ul style="list-style-type: none"> Usable life of equipment will require higher replacement schedules due to deferred maintenance. Mission critical equipment, i.e., generators, monitoring and alarms are meeting code. Power outages due to outside sources such as utilities companies. 	<ul style="list-style-type: none"> DFM projects negative impact FY10& 11 budget reductions. Increase CIP projects on life cycle replacement, i.e., chillers, elevators, boilers, electrical distribution, etc. Shift funding from non-critical building systems to critical building systems. Recommend generators be installed to maintain power in the event of outside power loss.



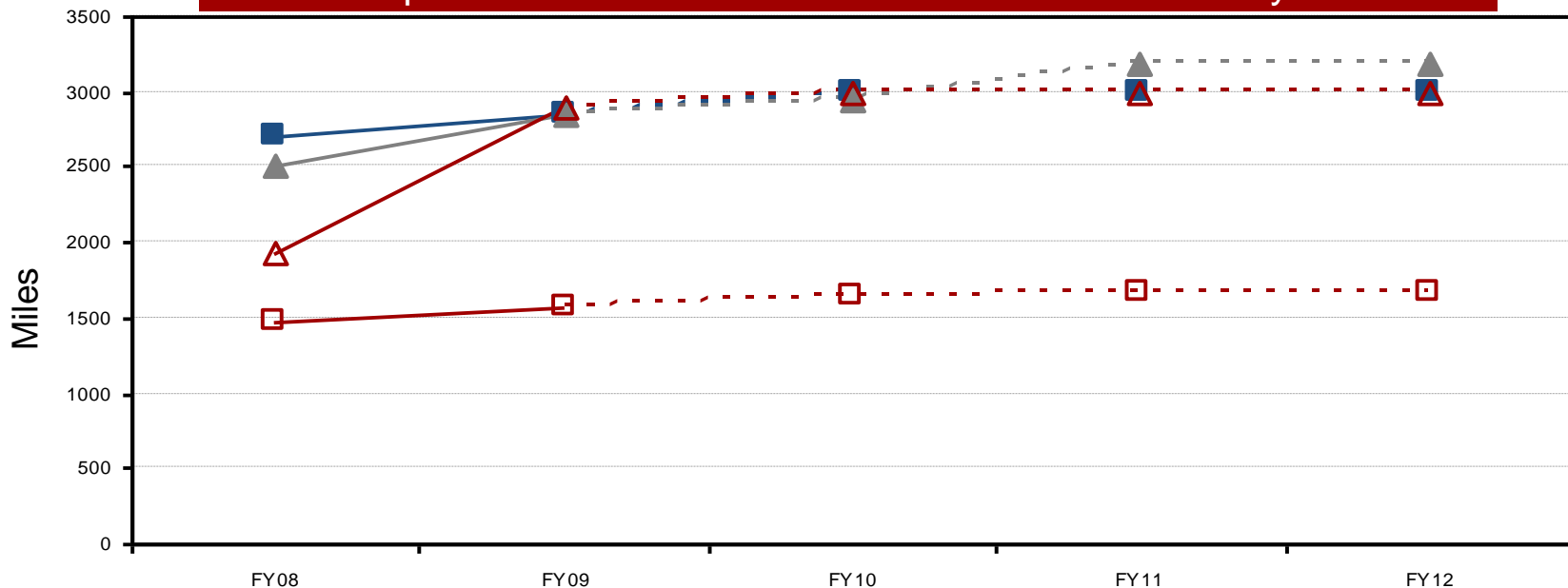
Causes and Solutions





Results of Data Analysis (1) What does the data tell us?	Causes (2) Based on the results of the analysis, why is this occurring in your department?	Solutions (3) What actions does your department plan to take to address the stated causes and change (or continue) these results?
<ul style="list-style-type: none"> Measure #4 - Core areas such as entryways and restrooms received highest aesthetic ratings while classes/labs/conference rooms and miscellaneous received lowest aesthetic ratings. 	<ul style="list-style-type: none"> Off hour services require additional cost for security, heating/cooling and lighting facilities at higher hourly rate. Interior core regions, i.e., classes/labs/conference, etc are cleaned during business operating hours to reduce cost performing services off-hours. Older buildings received lower ratings based on life cycle replacement on finishes/fixtures, i.e., walls, floors surfaces and restroom fixtures. 	<ul style="list-style-type: none"> DFM projects negative impact FY10 & 11 budget reductions. DFM currently coordinating several building tenants project cleaning between daily operations, i.e., post cleaning schedules for occupants, mid-day cleaning in classes, conference room, etc coordinate large scale project cleaning off hours. Request funding to replace and enhance cosmetic structural finishes and fixtures.



Headline Measure: Mean Miles Between Service Interruptions

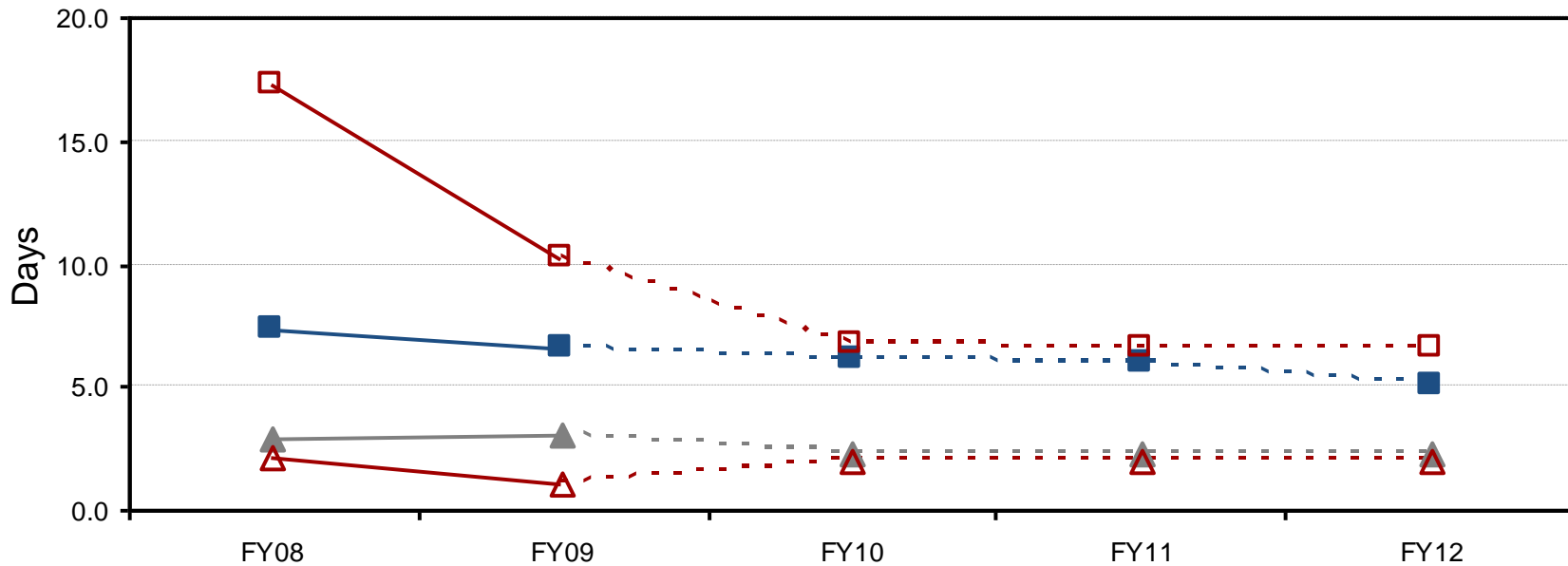
Fleet has been asked to refine this measure to exclude small or incidental parts failures. Scheduled maintenance is already excluded.







	FY08	FY09	FY10	FY11	FY12
Transit 	2,707	2,847	2,990	2,990	2,990
Heavy 	1,469	1,559	1,653	1,660	1,660
Public Safety Light 	2,517	2,848	2,947	3,190	3,190
Administrative Light 	1,943	2,906	2,990	3,000	3,000



Headline Measure: Turnaround Time: Average Number of Days Out of Service



	FY08	FY09 (original projection)	FY09	FY10	FY11	FY12
Transit 	7.3	6.9	6.5	6.1	6.0	5.0
Heavy 	17.0	12.3	10.2	6.7	6.5	6.5
Public Safety Light 	2.9	2.1	3.0	2.3	2.3	2.3
Administrative Light 	2.1	4.6	1.1	2.0	2.0	2.0



Performance Context: Fleet (Transit)

Workload and Expenditures

	FY06	FY07	FY08*	FY09
# buses	257	257	371	480
# mechanics	63	63	85	88
Buses per mechanic	4.1	4.1	4.4	5.5
PMs per mechanic	13.7	16.2	15.8	14.8
% PMs late	76%	75%	79%	79%
Expenditures per bus	\$43,795	\$43,439	\$41,911	\$35,813



PM = scheduled preventive maintenance work order

** Fleet became responsible for maintaining the small bus fleet in March 2008*

Performance Context: Fleet (Transit)

Net Annual Work Hours

	FY06	FY07	FY08	FY09
Total annual hours	2,080	2,080	2,080	2,080
Hours off				
Annual	156	146	149	130
Sick	89	112	91	84
Comp Leave Used	84	84	82	77
Admin	26	48	38	25
Disability	16	38	14	22
Training	15	4.1	1.2	2.6
LWOP	0.1	4.8	0.0	1.1
Holiday	72	72	72	72
Net available	1,622	1,571	1,633	1,667
Additions to time available				
Comp Leave Earned	63	77	70	78
Overtime	76	184	131	148
Holiday overtime	22	23	58	29
Total available	1,783	1,855	1,891	1,921



Source: Payroll data, average hours taken by full-year employees.

Note: The "Annual" category includes annual leave, personal leave, and paid time off.

Performance Context: Fleet (Transit) Billable Hours Calculations from Fleet

- Fleet's chargeback rates are set using calculations of billable hours
- FY10 calculated billable hours are shown in the table
 - FY11 calculations are the same

Category	FY10 Hours
Hours per year	2,080
Annual leave (3 wks)	120
Sick leave (3 wks)	120
Personal days (3 days)	30
Holidays (9 days)	90
Clean up and breaks	180
Meetings	48
Training	80
Total billable hours	1,412
Billable percentage	67.9%



Performance Discussion: Fleet

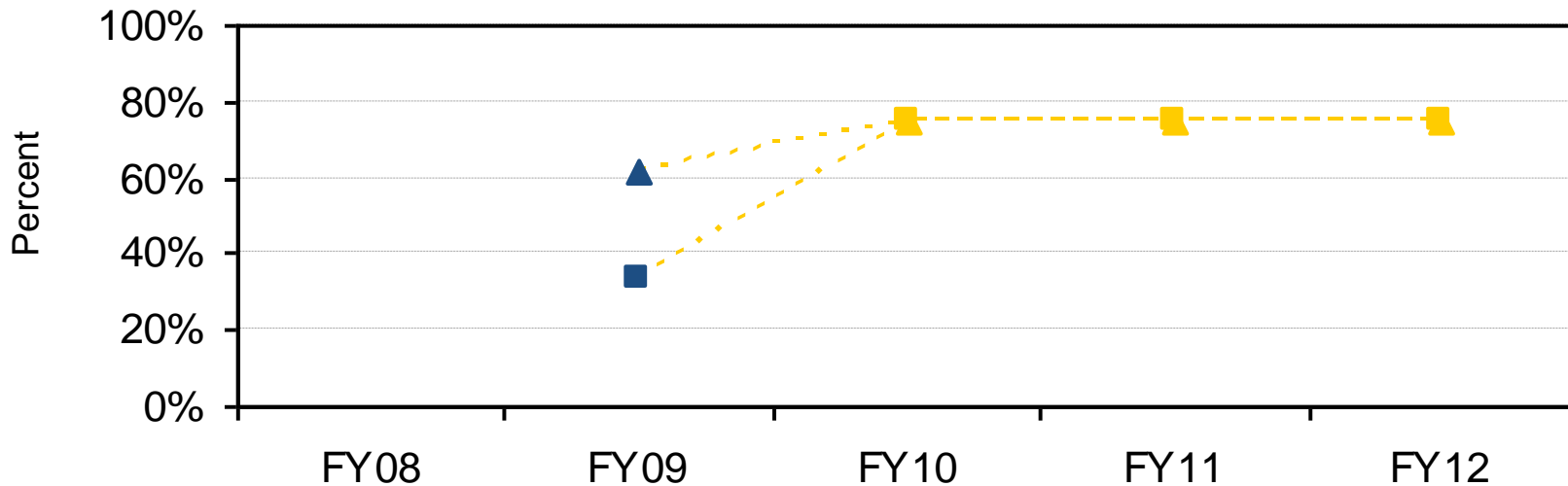
Results of Data Analysis (1) What does the data tell us?	Causes (2) Based on the results of the analysis, why is this occurring in your department?	Solutions (3) What actions does your department plan to take to address the stated causes and change (or continue) these results?
<ul style="list-style-type: none"> ▪ Buses per mechanic is increasing. 	<ul style="list-style-type: none"> ▪ Ride On fleet has expanded service without adding additional mechanic positions. ▪ Increased number of PMs required due to mileage driven on expanded routes. 	<ul style="list-style-type: none"> ▪ Future operating budget impact (OBI) when additional buses are purchased or service is expanded.
<ul style="list-style-type: none"> ▪ Total available hours for Fleet personnel are increasing due to decreases in hours off and increases in purchased time such as overtime. 	<ul style="list-style-type: none"> ▪ No reason given 	<ul style="list-style-type: none"> ▪ No solution given



Headline Measure: Percent of Projects Meeting Design and Construction Goals

Building Design and Construction –

- Percent of projects meeting initial design and construction timeline



	FY08	FY09	FY10	FY11	FY12
Design ■	NA	33.3%	75%	75%	75%
Construction ▲	NA	61.5%	75%	75%	75%

■ Actual performance

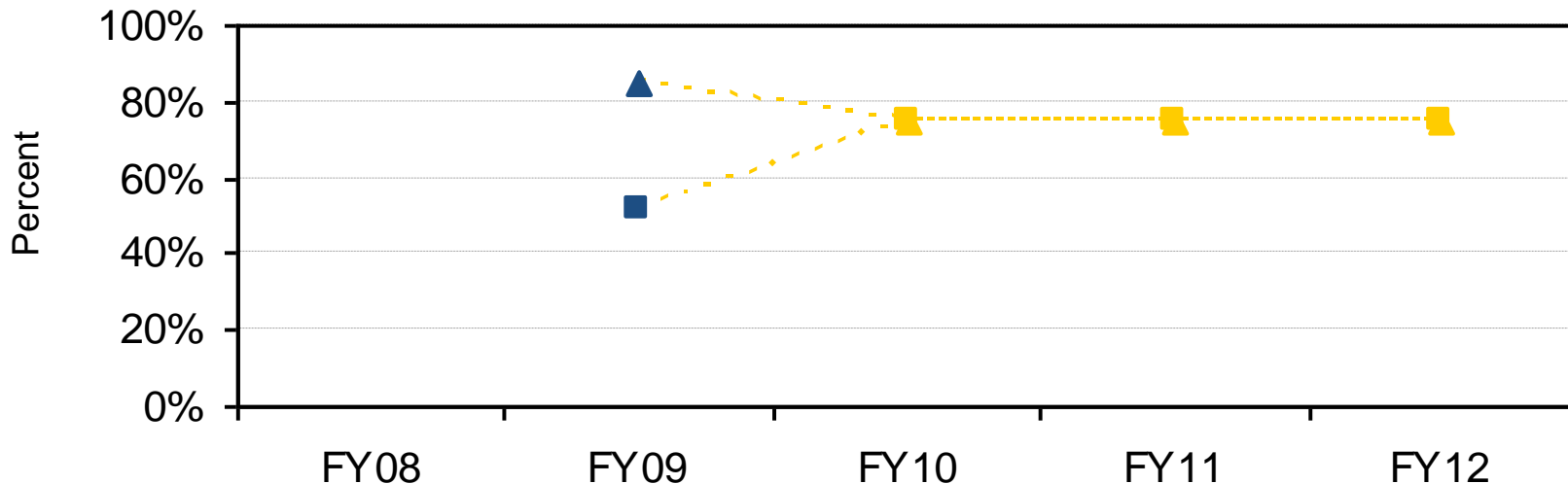
■ Projected performance



Headline Measure: Percent of Projects Meeting Design and Construction Goals

Building Design and Construction –

- Percent of projects meeting initial design and construction costs



	FY08	FY09	FY10	FY11	FY12
Design ■	NA	51.9%	75%	75%	75%
Construction ▲	NA	84.6%	75%	75%	75%

■ Actual performance

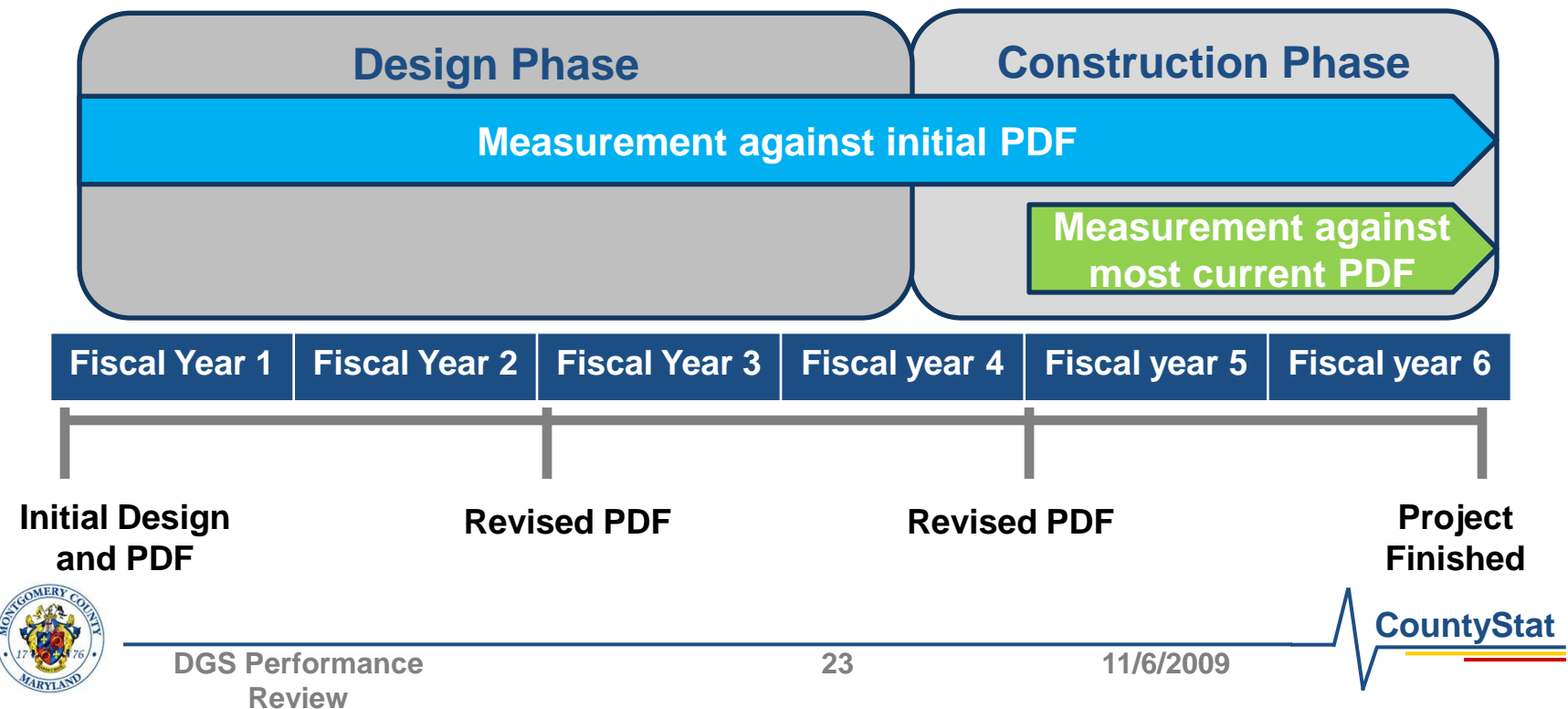
■ Projected performance



Performance Using Different Baselines

Initial Project Description Form Versus Most Current PDF

- The data reported in the headline measure uses the most current PDF as the baseline to measure against.
- An earlier CountyStat meeting on the CIP process for facilities projects used the initial PDF as the baseline.



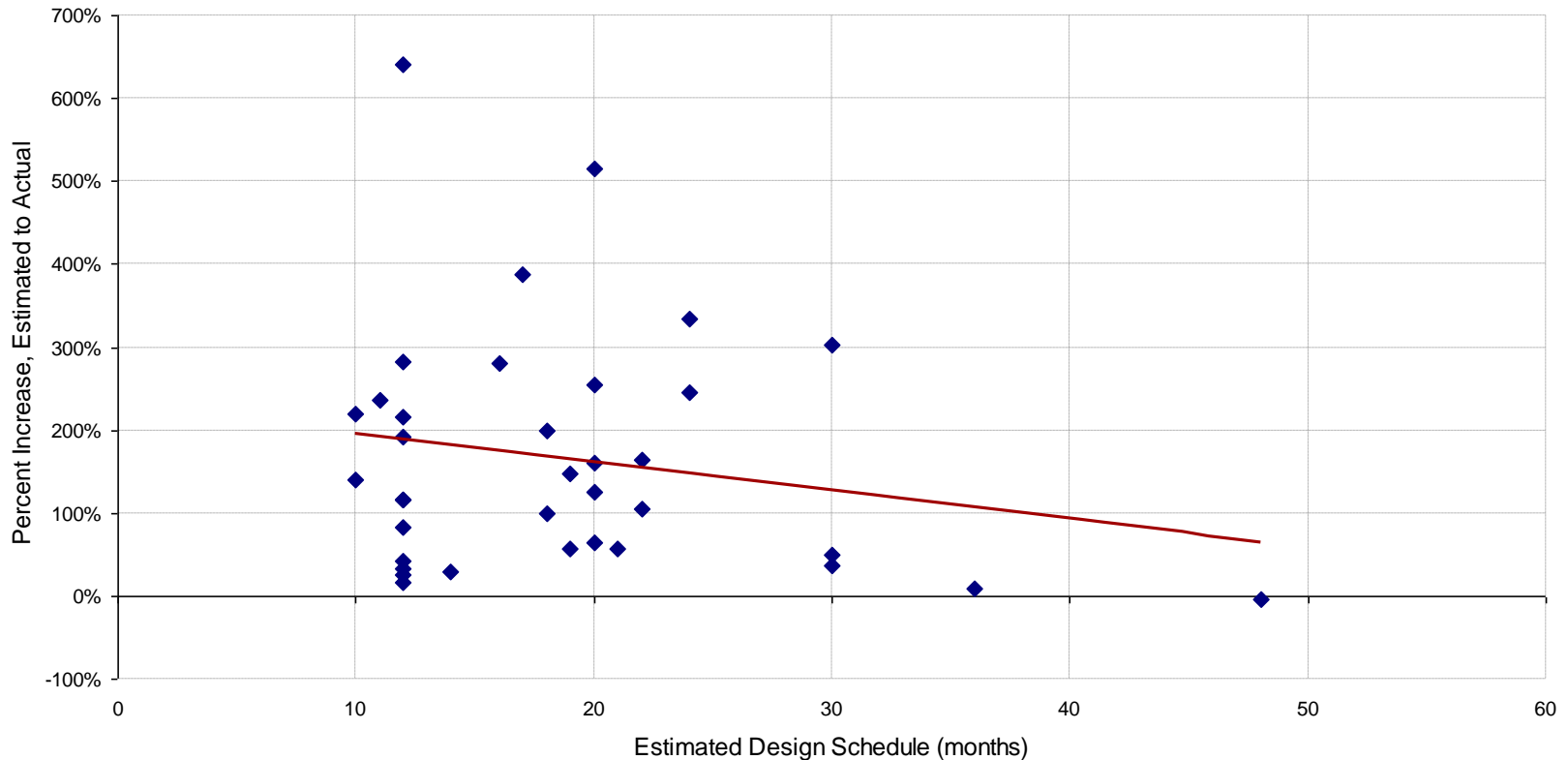
Performance Context: Building Design and Construction Performance Using Different Baselines

	Initial PDF Measurement	Current PDF Measurement
Schedule performance: Percent of projects on or ahead of schedule		
Design	17.2%	33.3%
Construction	15.4%	61.5%
Cost performance: Percent of project on or under budget		
Design	20.7%	51.9%
Construction	23.1%	84.6%



Performance Context: Building Design and Construction

Historic Changes in Design Schedule Since FY99



Average initial PDF estimate: 18.6 months

Average actual: 47.4 months

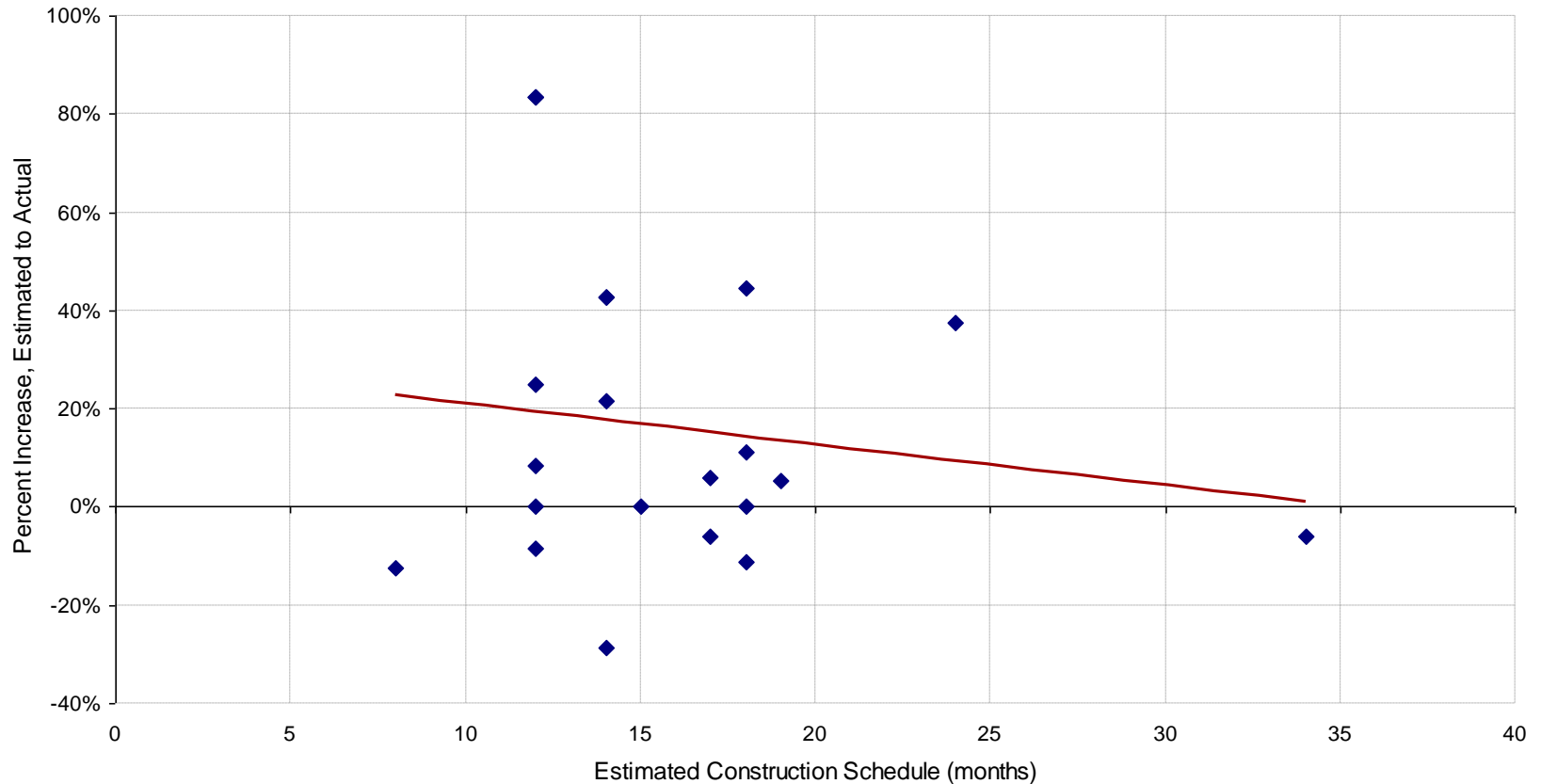
Average percent increase: 155%



Data includes 36 projects since FY99 that have completed design phase.

Performance Context: Building Design and Construction

Historic Changes in Construction Schedule Since FY99



Average initial PDF estimate: 15.9 months

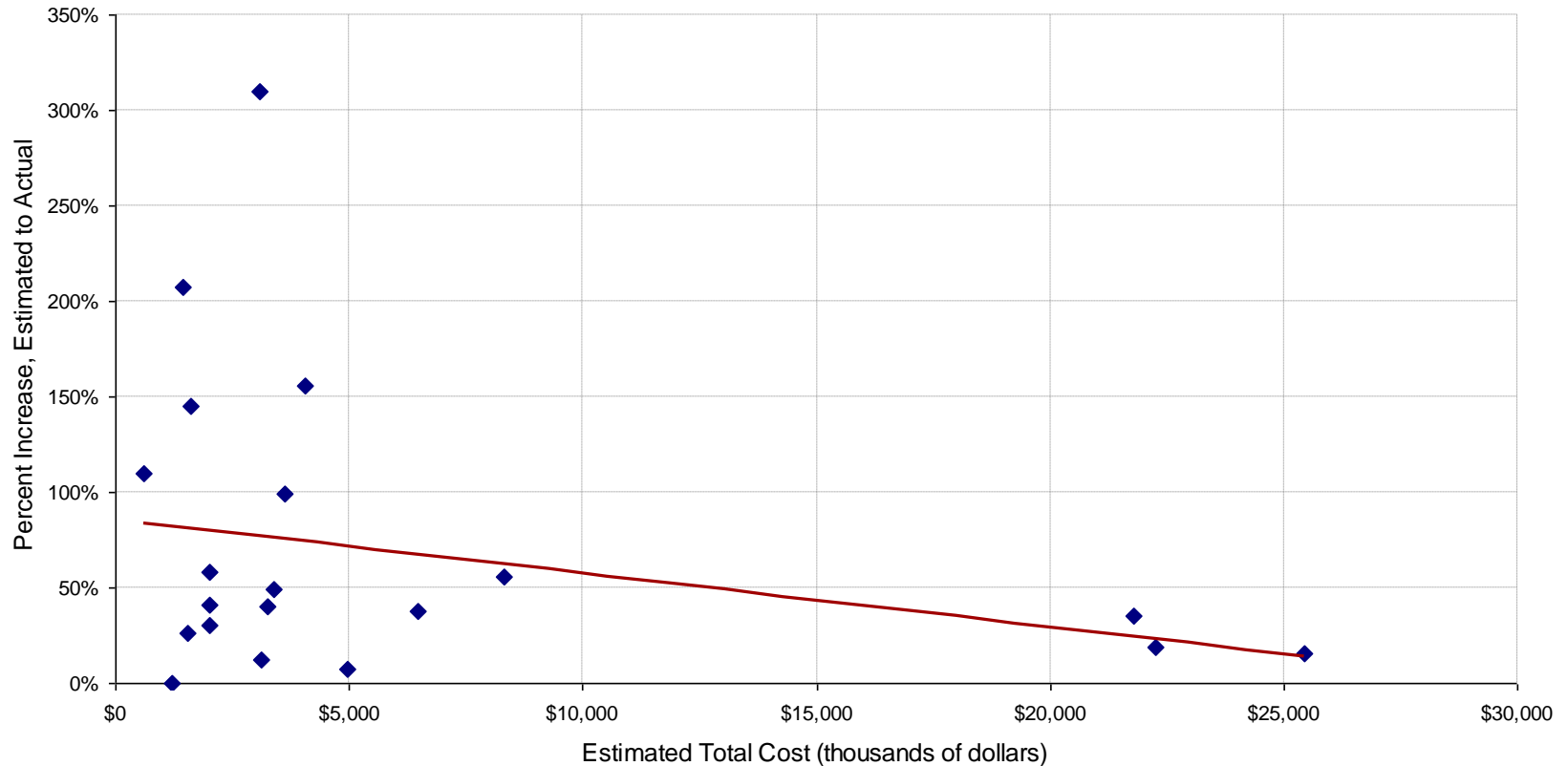
Average actual: 18.2 months

Average percent increase: 14.7%



Data includes 21 projects since FY99 that have been completed.

Performance Context: Building Design and Construction Historic Changes in Total Cost Since FY99



Average initial PDF estimate: \$5,941,000

Average actual: \$8,548,000

Average percent increase: 44%



Data includes 21 projects since FY99 that have been completed.

Performance Context: Building Design and Construction Performance in Other Jurisdictions

Jurisdiction	FY06	FY07	FY08	FY09
Fairfax County				
% of projects completed on time	69%	76%	70%	75%
% of projects completed on budget	84%	85%	88%	85%
Contract cost growth	4.5%	5.4%	4.9%	5.0%

All Fairfax County measures are based upon changes from the initial construction contract amounts.



Performance Context: Building Design and Construction Gazette News Articles About Delays

Type of facility that is the subject of the article	Fiscal Year				
	FY06	FY07	FY08	FY09	FY10
School		2	6		
Library	1		2		
Recreation		1	1	2	1
Bus maintenance				1	2
Multiple/general			2	4	
Positive articles "Still on track"			1	1	1
Total	1	3	12	8	4



Performance Context: Building Design and Construction

Gazette News Articles About Delays: Examples

▪ Schools

- “Richard Montgomery opening delayed” (*May 22, 2007*)
- “Richard Montgomery opens its doors “ (*January 8, 2008*)
- “Paint Branch parents seek \$2 million for construction“ (*November 6, 2007*)

▪ Libraries

- “Library will open late” (*August 17, 2005*) – *Germantown Library*
- “Clarksburg library put on hold” (*March 4, 2008*)

▪ Recreation

- “Skate park opens after years of planning, delays” (*January 9, 2007*)

▪ Bus maintenance depot

- “County to delay Clarksburg bus depot” (*February 24, 2009*)

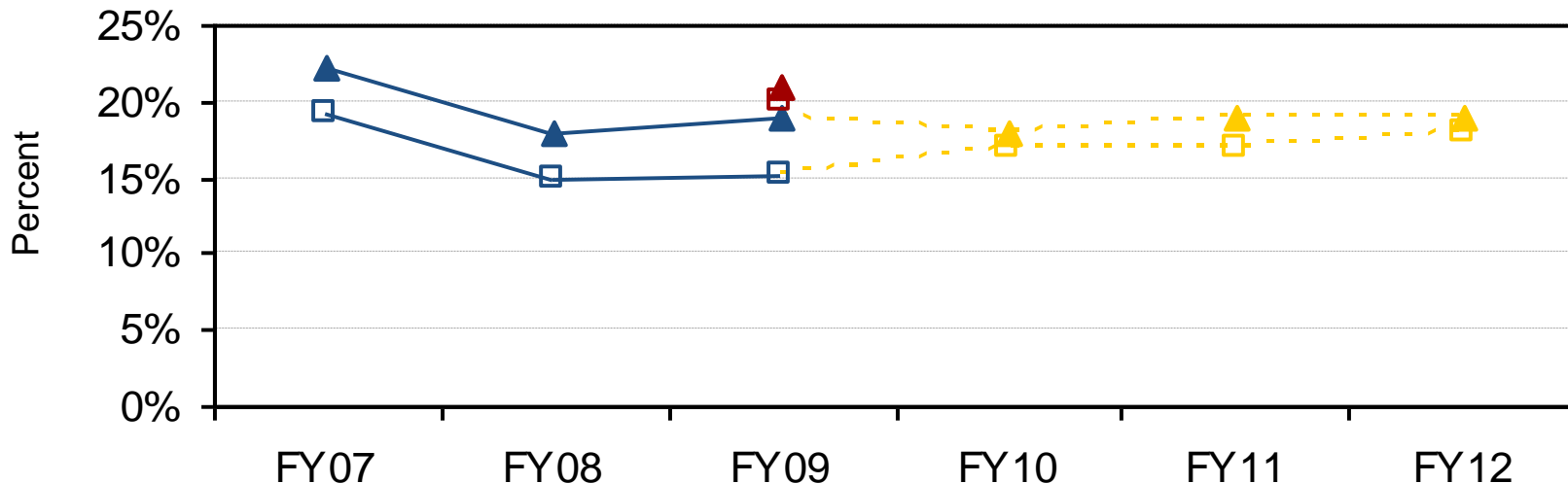
▪ Positive

- “Planned fire station still on schedule” (*May 13, 2008*)
- “Fire will not delay opening of upcounty elementary school” (*November 18, 2008*)



Headline Measure: Percent of Contract Dollars Awarded to MFD and LSBRP Vendors

Business Relations and Compliance - Percent of Contract Dollars Awarded to Minority/Female/Disabled (MFD) and Local Small Business Reserve Program (LSBRP) Vendors



	FY07	FY08	FY09	FY10	FY11	FY12
MFD ▲	22%	18%	19%	18%	19%	19%
LSBRP □	19%	15%	15.2%	17%	17%	18%

Actual performance

Projected performance

Original Projected Performance – FY09



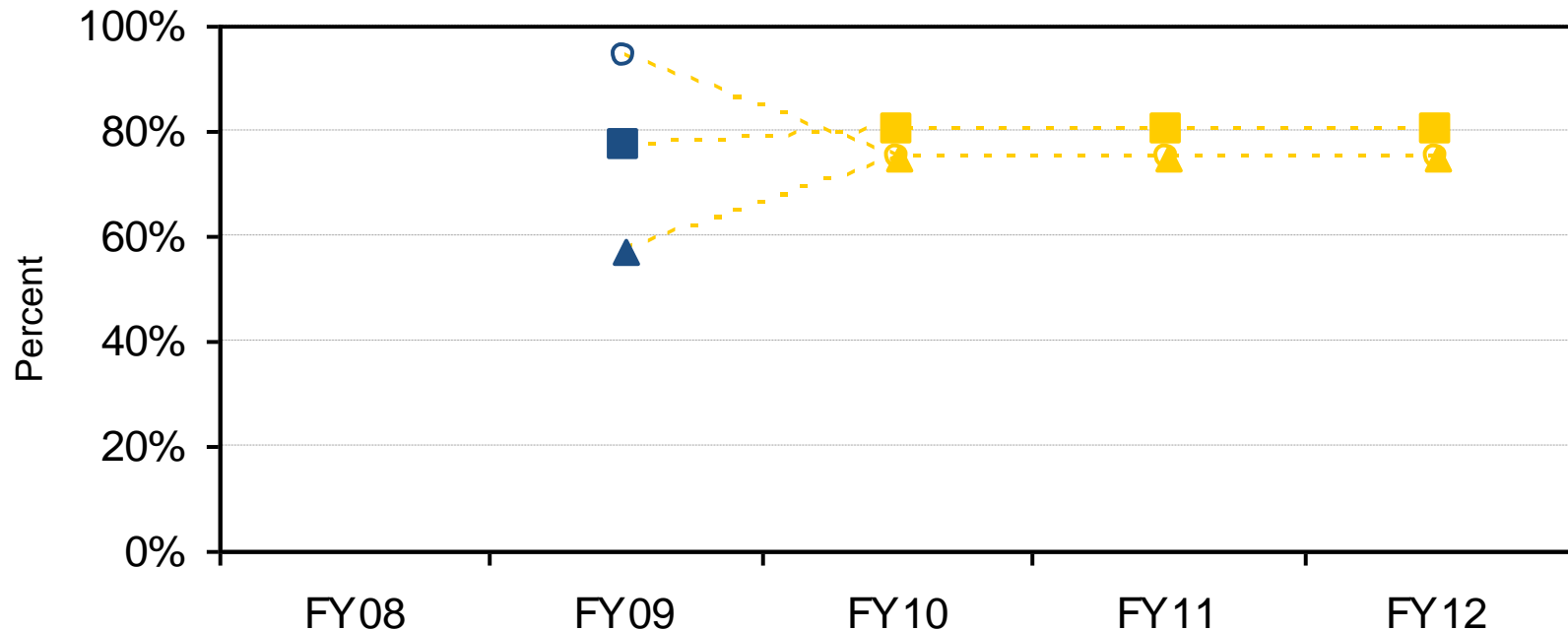
Performance Context: Percent of Contract Dollars Awarded to MFD and LSBRP Vendors

- Prince George's County has a goal within its County Code of awarding at least 30% of contract dollars to minority- and female-owned businesses
- Montgomery County does not have a set goal. Contractors are encouraged to achieve maximum participation based on the commodity sought and the availability of certified minority, female, and disabled-owned (MFD) businesses

Measure	FY06	FY07	FY08	FY09 est.
Percent of procurement dollars awarded to small and minority businesses (Fairfax)	45.7%	45.0%	45.5%	46.0%



Headline Measure: Percent of Procurements Completed in Agreed-Upon Time



	FY08	FY09	FY10	FY11	FY12
IFB	NA	77%*	80%	80%	80%
RFP	NA	94%*	75%	75%	75%
Construction	NA	57%*	75%	75%	75%

* FY09 measurement began mid-year.

Actual performance

Projected performance



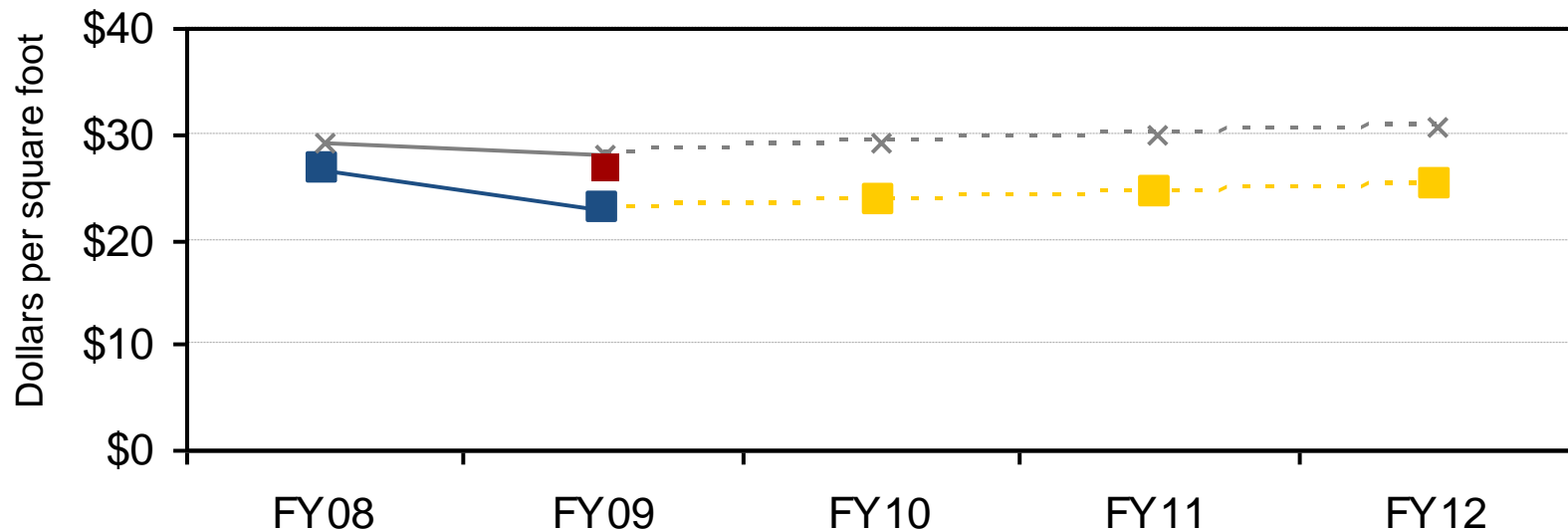
Headline Measure: Percent of Procurements Completed in Agreed-Upon Time

- As a follow-up to each solicitation issued that is part of this measure (RFP, IFB, Construction), the Office of Procurement sends an electronic survey to the using department upon contract execution, consisting of six questions and the timeline.
 - In FY09, the overall rating was a 3.9 on a scale of 1-4.
- The average days from solicitation package completion to contract execution for Construction was 114 days, IFB was 101 days, and RFP was 103 days. This equates to a three to four month average.
 - These averages are based on partial year data
 - For RFPs, especially, the average norm is closer to six to eight months.
- Notes about FY09 reported values:
 - Reported percentages represent only a portion of the fiscal year and may not be representative of a full fiscal year picture.
 - Amount shown is a consolidated percent for of four steps in the procurement process where Procurement has most responsibility:
 - Date solicitation is issued
 - Date bids/proposals forwarded to using department
 - Date recommended awardee is publicly posted
 - Date contract is executed
 - This system was developed during FY09 and further refined later in FY09. There were bugs and other training issues to work out in utilizing our new tracking system.



Headline Measure: County Rent vs. Average Market Rent for Leased Space

Real Estate – Average amount Montgomery County pays in rent (in dollars per square foot)



	FY08	FY09	FY10	FY11	FY12
Mont. Co. - \$ per sq ft	\$26.48	\$22.87	\$23.55	\$24.26	\$24.99
Commercial average	\$29.18	\$28.14	\$28.98	\$29.85	\$30.74



Actual performance

Projected performance

Original Projected Performance – FY09

Performance Context: Real Estate GSA Leases in Montgomery County (Sept. 2009)

City	# Leases	Square Feet	Total Rent	\$/ft ²
Bethesda	10	958,531	\$28,834,615	\$30.08
Gaithersburg	7	394,505	\$5,457,204	\$13.83
Germantown	4	203,580	\$4,532,220	\$22.26
Kensington	1	4,132	\$102,051	\$24.70
Rockville	50	4,020,778	\$98,631,359	\$24.53
Silver Spring	15	1,293,879	\$33,062,771	\$25.55
Wheaton	1	31,076	\$795,600	\$25.60
Grand Total	88	6,906,481	\$171,415,819	\$24.82

For comparison, Montgomery County government leases 976,599 square feet of space across the county.



Source: GSA monthly lease inventory available at:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_BASIC&contentId=19074

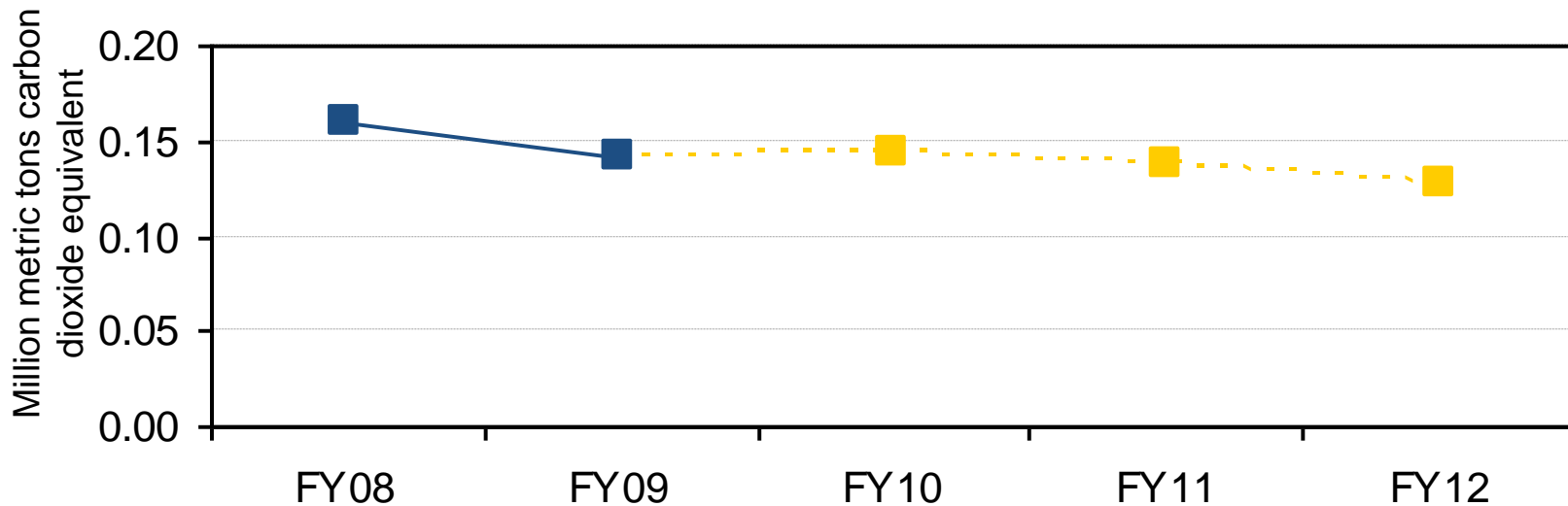
Causes and Solutions

Results of Data Analysis (1) What does the data tell us?	Causes (2) Based on the results of the analysis, why is this occurring in your department?	Solutions (3) What actions does your department plan to take to address the stated causes and change (or continue) these results?
<ul style="list-style-type: none">On average, the rents we're paying are lower than the private sector and GSA rents. Some of the decrease is attributable to a change from net (NDA only) to gross (all rents) calculations.	<ul style="list-style-type: none">Good negotiating; lease consolidations where possible; not taking class A space unless necessary	<ul style="list-style-type: none">We hope to lower our rents even further by engaging landlords in renegotiations – offering longer terms in exchange for lower rates.We'll also be pursuing lease consolidations – in light of FY11 budget constraints and the backfilling of Public Safety HQ



Headline Measure: Environmental Stewardship

Carbon footprint from Facilities and Fleet Operations (in million metric tons carbon dioxide equivalent)



	FY08	FY09	FY10	FY11	FY12
Million metric tons CO2 equiv	0.159	0.142	0.143	0.138	0.128

Actual performance

Projected performance



Headline Measure: Environmental Stewardship

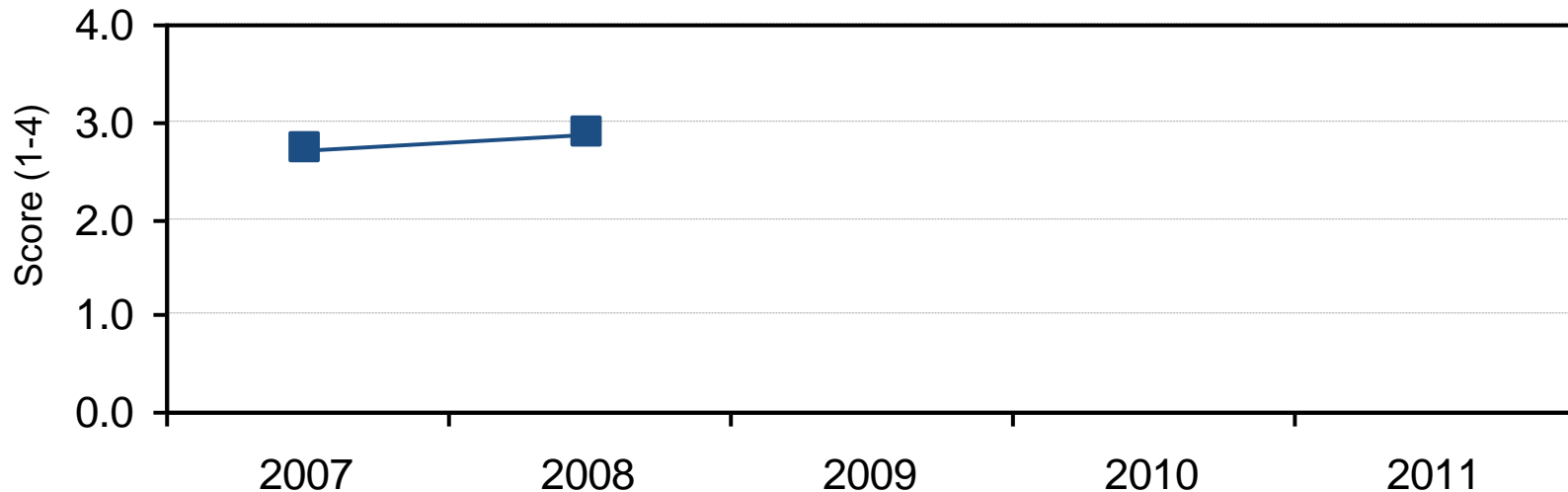
Metric Tons of CO2	FY08	FY09	FY10*	FY11*	FY12*
Building Fuels	99,775	85,769	86,532	82,748	79,196
Electricity (Grid Average)	103,307	104,476	107,379	104,158	101,033
Electricity (Clean Energy Credit)	-15,496	-30,993	-32,785	-32,785	-32,785
Natural Gas	11,546	11,604	11,256	10,693	10,265
Propane	0	56	56	56	56
Fuel Oil 1 through 3	417	626	626	626	626
Transportation Fuels	58,783	55,890	56,140	55,380	49,264
Gasoline	20,002	21,176	21,176	21,176	21,176
CNG	10,198	6,272	6,272	6,272	6,272
Diesel (ULSD)	28,514	23,967	28,675	14,338	1,434
Diesel B20	0	0	0	0	0
Diesel B5	47	4,459	0	13,578	20,366
E85	21	16	16	16	16
Total	158,558	141,659	142,672	138,128	128,460



* Projections

Headline Measure: Customer Satisfaction

Average Customer Satisfaction Score - Average score given to all Department of General Services operations in a survey of managers across Montgomery County government



	2007	2008	2009	2010	2011
Rating (0-4)	2.72	2.86			

Actual performance

Projected performance



Headline Measure: Customer Satisfaction

Customer Satisfaction Score Detail - Score given to Department of General Services operations in a survey of managers across Montgomery County government

Function	2007	2008
Bldg Services	2.67	2.81
Capital Dev Needs	2.69	2.92
Fleet Services	2.88	3.00
Leased Space Needs	2.66	2.87
Print / Mail / Archives	3.05	3.14
Procurement	2.40	2.45

The 2009 customer satisfaction survey will be administered by CountyStat in early December with results released in mid December.



Tracking Our Progress

- **Meeting Goals:**
 - Determine the impact of DGS's work on headline measures and establish new performance expectations and goals

- **How will we measure success**
 - Department meets or exceeds projected performance



Wrap-Up

- **Follow-Up Items**
- **Performance Plan Updating**

